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Moderator: Our anchor speaker this afternoon is the Commander of the Air Force Materiel Command. Prior to this assignment, he served as the Commander of U.S. Air Forces in Europe, Commander of Allied Air Forces Northern Europe, and he was the Air Force Component Commander, U.S. European Command.

He's also served as the Principal Deputy with the Office of Assistant Secretary of the Air Force for Acquisition. He served as the Joint Staff's J-8 Vice Director, and the Air Force Director of Operational Requirements.

He leads AFMC in conducting research, development, test and evaluation and provides acquisition management services and logistics support necessary to keep our Air Force weapon systems ready for war.

A great warrior himself, I'm proud to bring forward General Gregory S. Martin.

Welcome, sir.

[Applause]

General Martin: Thank you, Pito.

I think three guys were louder than the 45th.

Let me hear from the 45th. Yes. Okay.

It's a pleasure to be here. Thank you, Pito, and John and Pat, but also to the Central Florida Chapter and of course the AFA of Florida for once again sponsoring this tremendous symposium.

If I could just make one comment that I have had the opportunity to attend this symposium many times before in lots of different capacities, but one of the most important and impressive features about what this chapter does during this symposium is it offers opportunities for some of our young enlisted and young officers from all over Florida and the southeast region, along with the ROTC cadets from the local universities to participate in this.

How about some of you all standing up? The cadets and some of those special guests from the AFA. Please stand up and let us thank you for your service and what you're doing.

[Applause]

Thank you.

[Applause]

There we go.

Those of you that are in college, we're looking forward to getting you on board. This is a very exciting Air Force.

The last time I had a chance to address this group, I was in a different capacity. If you recall a few moments ago the Chief and Secretary were up here and the Chief talked about people with 20 watt light bulbs, okay? Well, I was one of those guys.

Now, it looked brighter because I don't have any hair, but the fact of the matter is I'm a C student, I'm a 20 watt light bulb and I was on the other side of the ocean, a user of the products that the command that I now command produces for the entire Air Force. I think because the light bulb looked a little brighter they thought I could do this job.

In any case, I want you to know how excited I am to have an opportunity to try and pay back to that command the great sense of appreciation and gratitude I had for what they have done for me throughout my career as a pilot and as a commander, as a staff officer and oftentimes as an operational leader in our Air Force because the material I used, the systems I had, the sustainment and all of the things we do really do come from the men and women of the Air Force Materiel Command.

One of my missions there is to make sure that great group of people, about 80,000, almost 60,000 of which are great Air Force civilians, along with some I will say industry family and partner members, have produced the systems that in the last 13 years have given air and space power the decisive advantage for our military forces in five wars: Desert Storm, Operation Deliberate Force, Operation Allied Force, Operation Enduring Freedom, Operation Iraqi Freedom.

You consider how long it had gone since we'd had a major dust-up from the Vietnam War to where we've been in the last 13 years and you think of all of the people that are on the team making that work and providing the kind of stuff that our warfighters need, I am very proud to be in the Air Force Materiel Command. And I have a different perspective than when I was given the job.

Let me kind of explain how as you grow up in life perhaps your perspective changes.

As a pilot, when I was a young guy, as a lieutenant and a captain, when there would be an aircraft accident the first question you would ask is did the crew get out and who was it because there was a good chance that you might know them if it was in the same airplane that you were flying. You may have

gone to training with them, pilot training or something, so you wanted to put a name on that event and perhaps learn from it because you knew something about that individual or that crew.

And then you become a major and a lieutenant colonel and there's an aircraft accident and the first question is did the crew get out? Did they fire the squadron commander or the ops officer?

Then when you're a colonel the first question you ask is did the crew get out? And then you go who's the Board president? [Laughter]

Okay. Now you're a MAJCOM commander. First question, did the crew get out? Boy, I hope it was a materiel failure. [Laughter]

Well, I don't think so. That's not the way I like it now because these engineers are the people that are producing this great stuff and we want to make sure that, obviously, we get to the bottom of anything that happens but we're proud of these people and we hope that there aren't mistakes or errors or difficulties that would cause an accident to anyone. But the fact of the matter is that is our business, is producing the world's finest equipment and sustainment capability for our Air Force.

We have an Air Force that's second to none and the people of Air Force Materiel Command make that happen and I am very proud of them.

Now, what I thought I'd do today is just perhaps go in kind of a big to small approach that will hit and touch on some of the things that the Chief and the Secretary and General Lord just talked about and also familiarize many of you with the system that both the Chief and Secretary referred to known as the capability review and risk assessment process, but what's most important is to really talk about what gems or what knowledge we have gained from that process that's been moving along now for about two years. Then what I thought I'd do is just show you a couple of areas that we are pursuing from a technological and concept of operation standpoint that will be interesting to you, not necessarily as sexy as some of the most sophisticated warfighting, but in the end, remember this whole team, just as General Lord mentioned, depends on impact players, not only quarter backs and halfbacks and ends, but the line as well. The line has to be an impact player and some of the stuff that we do is hard lineman duty when it comes to sustaining a force.

Slide.

First of all, if you take a look there at the slide, you'll see that our overall vision deals with global vigilance, global reach and global power. And then, of course, where our construct is in the air and space expeditionary forces and that's our concept of operation for how we present forces.

And then you see the six capability areas where we have formed task

force concept of operation champions and they actually now take an area where we might be asked to apply air and space power and they analyze our ability to accomplish specific objectives that are usually scenario-based. And, of course, all of that is undergirded by the agile combat support capability, our ability to have the systems that will be able to sustain our force while they are engaged. So that's kind of the construct we're using when we talk about the capability review and risk assessment area.

Slide.

Now, what we do is we meet each year in an integrated capability review and risk assessment or CRRA meeting and from that we get some capability shortfalls and those then become sort of our touchstones or our guide points that we focus on with our resources and with the way that we're going to pursue not only different concepts of operations but transformational technologies.

Let me show you, and it's actually in this month's Air Force Magazine, six of the key capability shortfalls that we are beginning to pursue as a service.

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I think it's very clear as we think about the global war on terrorism that we have to be able to provide full spectrum defense to our bases, to our forces, whether they're in the States, whether they're deployed overseas in relatively benign areas or in hostile areas and there's a whole review of operational concepts that you have to conduct if you're going to properly understand the nature of the threat and then the types of systems and organizational units and structures that it takes to properly provide the base defense and force protection.

The global information grid, you heard the Chief refer to an opportunity for us to have self-forming, self-healing grids that can pass seamlessly information in such a way that we can improve the ability to do horizontal integration and provide information to the warfighter in a way that they can make decisions rapidly. That GIG, or the global information grid, is really the infrastructure that we're talking about.

We have to obviously be able to deliver the force, the global lift and obviously the force projection anywhere in the world. We've seen that from a strike against Qadafi, a one-time strike, to the kinds of things that we were able to do in closing a force very quickly to Operation Allied Force, Operation Enduring Freedom, Operation Iraqi Freedom or, in some cases, traveling with B-2s nearly halfway around the world, 44-hour missions and back home again if required, not to mention the kind of visibility you get when you start to now in a horizontal integration cross the stovepipes, integrate the capability that our space systems give us in terms of thinking through what force projection on a global context means.

The battle space management and effects-based planning, the whole idea

of being able to take the information, do something with it, build a plan that really goes after the effects you're trying to achieve minimizes collateral damage, achieves victory at a rate and at a speed that we've never, ever been able to accomplish before in the history of warfare.

Part of that means the ability to understand targets of significance that might be fleeting or mobile, that you only have a short period of time to be able to take out and they may have devastating weapons of mass destruction that if not taken out or not understood well in such a way that you can disenable them that they could wreak havoc on a major part of your force or some of the strategic underpinnings for your operations.

And then last we have to be able to assess in a real time basis the effect that we have achieved with some of the plans that we have so that we don't go back and waste time on them, so that we can get on to the next set of targets and be somewhat unimpeded in the way we execute.

So as a result of the first couple of years of our capability review and risk assessments, these are the kinds of insights that we have and now you have an opportunity to start to apply against that concept of operation some of the technological opportunities or platform enhancements to determine how they play and that gets to the question that was asked earlier in terms of divestiture.

When you find something that you think will give you a transformational or revolutionary or new capability you must ask yourself if there's something that perhaps you can do away with that you don't need any more because that mission has been accomplished. In fact, it may be accomplished in a way that doesn't seem quite as satisfying, it may be through the cyber, it may be through some sort of special operations takedown that doesn't seem quite as satisfying as a mass force package, but the fact is the same effect has been achieved.

So that's kind of where we are in the big to small. Now, what I thought I'd do -- slide -- is just pick out three of these and go through a couple of areas that we're working on, some interesting technology.

Some is very, very sophisticated, others not so sophisticated, but when you put together a relatively simple technology with the right organizational construct and process, you can get a quantum leap in capability and that's actually what transformation is all about. It's really an understanding of the structure, of the process and the technology to achieve capabilities that heretofore were not possible.

Slide.

Let's take a look here, then, at the base defense. Here is Baghdad International Airport. We have troops that are surrounding it, we are occupying the city and you would think it would be relatively secure, but the fact of the matter is with several million people in Baghdad and not able to track every one

of them and know everyone's weapon systems, I think you can see, just as you saw in November, DHL took a pretty serious hit. They were lucky to bring that aircraft back around and not have it crash.

Three weeks later, we had a C-17 hit. Again, it looks like a MANPAD. A little over three weeks after that, a C-5 hit. In all cases, we were fortunate and the aircraft came back.

Now, the question you have to ask is with the DHL, you probably didn't have countermeasures on it, but the other aircraft usually do have sensors, usually do have countermeasures. You have to ask is there something else we could have done because the countermeasures that we're using are sort of a last resort. They're on the aircraft being attacked, but there are other ways to solve that problem.

There's the intelligence preparation of the battlespace, there's understanding the nature of the threat, there's understanding where the weapon systems are, the teams that have them. That's all a part of our intelligence business. It requires sensors, it requires humans, it requires feet on the ground oftentimes and patrols that are out there understanding the nature of this threat.

Then there's the ability to perhaps sense that threat before it delivers a weapon and preemptively taking it out. And then, at last, we have the last resort.

For the most part, in a scenario like this, we've focused on that last resort.

Slide.

One of the great technologies we're working on, of course, is the Large Aircraft Infrared Countermeasures System or LAIRCOM, which is really a directed energy type of capability that will divert infrared missiles that are coming. A sensor capability on the aircraft and an assessment of the aiming and then a generation of directed energy against the missile that's coming at you. Very effective system. But, once again, remember, it is last resort. It's on the aircraft, the act is already taken and we haven't prevented it.

So now what other things can we do?

Slide.

If you take a look at these technologies, some of the enhanced FLIR, some of the pulse lasers, some of the laser scanning, you'll now be able to with integration of those capabilities see through smoke, see through haze, see through humidity, see through rain, see through darkness, obviously, and begin to with the integration of those different technologies begin to understand what system you're looking at.

In the laser scanning, we can see somebody that's got optical capability

and then with appropriate directed energy countermeasures take that guy out in a non-lethal way so that you can go over and perhaps learn something about that individual, where his resources are coming from, where his team is and provide yourself the beginnings of what I consider to be the appropriate IPB and preemptive countermeasure attack.

And when you take a look at the ability to respond there with directed energy in a way that can incapacitate someone but not in any lethal way damage them, you then give yourself that opportunity for follow-on intelligence and it can be done in the air as well. So not only will you have a system that can counter a weapon that's firing, but you'll have a sensing system that can also begin to apply force from the air in a preemptive way, rather than in a reactionary way, and still have the last resort on board if you need it.

Slide.

And look at the other places that we can apply this. When we talk about just military targets, obviously, the aircraft, the airspace that we're talking about, because we would like to be able to not just protect the aircraft, but the whole airspace in which other aircraft are flying through.

Checkpoints into main gates and the technological applications of the laser scanning where you can see whether an individual is carrying a weapon or not or has explosive paraphernalia and at that point through a measured system of some of the HPM techniques be able to put them down in a way that you can then send R2D2 robot over to find out what explosives he's got or eliminate the threat if necessary.

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By the way, this has huge applications in homeland security when we start to take a look at these areas that we're concerned about every day, obviously, our borders, our transportation hubs, as you can see, major events where we have a high profile gathering of people, the Superbowl, Olympics, things like that. So in the end some of that technology we're dealing with, the advanced FLIRs, the laser pulsing and the laser scanning and some of the HPM techniques give us a capability, I believe, to make a significant difference in base and force protection. They need to be grounded in ConOps, though.

Slide.

What it does, though, is it allows you to take the defense into a new area, active defense, and then ultimately we're looking for the ability to take them out before they -- what we really want is we want the guy to wake up in a cold sweat even if he thinks about creating a terrorist act because he knows we know it and we're going to get him. That's what we're really after.

Slide.

Let's take a look now at one of the other emerging capabilities, the global force and force protection.

Once you get the force there and you need to sustain it, there's going to be all kinds of ordering and requisitioning going back and forth, acquisition of things that need to be shipped over, a prioritization in the schedule because we only have so much lift. Then there's the actual transportation and then the seams between the intertheater and intratheater distribution systems.

Assuming that we've got the communications system set up and they're working pretty well to tell you when you've got a need, that predicts perhaps what your demand rates will be, and we're closing in on that pretty well, the acquisition process can order it and obviously anticipate lead times so that we don't run out of things. I think that process and prioritization has been working fairly well, but now when we take a look at moving the stuff in a timely fashion to where it needs to go, both the strategic part and the in-theater or tactical part, there are some seams there that we can work on or that we need to work on and in fact are applying a huge amount of senior leadership attention in DOD and in the commands. General Handy will talk more about this tomorrow, but let me show you just a couple of thoughts here.

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First of all, when it comes to taking a look at parts and items, we're going to rapidly transition into unique identifications for almost every part that we have that will travel with that part for the rest of its life and the system will basically know where that part is, what airplane it's installed on and if it moves we have a method by which we not only track it, but the database gets updated. And then for bulkier items or pallets or large systems, you have the RFID tags or a transmission capability that's telling the sensor system that's a part of your overall transportation network exactly where that pallet, that item is and then any other ID tags that are on there are known on the manifest to be on that pallet or within that major subsystem.

The idea is that we have not only the ability to do in-transit visibility, we have the ability to know where those items are when they arrive at their final location for final distribution.

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And then at the same time, what we've found is that when they transition from one form of transportation or one organization to another, there's usually a seam, a gap, and depending on what the mobility of the forces are that you're trying to get the equipment to, that gap can be very significant. If you're trying to get ammunition, water, spark plugs, whatever it is, to a platoon down range and they're moving 15 to 20 clicks a day, I think you can begin to understand that it takes a different system for what I consider to be appropriate distribution in a

timely fashion than the systems that we've had developed over the years.

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TRANSCOM has championed this activity that we know here as the CENTCOM deployment distribution operation center, the CDDOC. They have a test going on right now, they stood up very quickly and, as I said, General Handy will talk more about that tomorrow, but remember that when you talk about transformation and you talk about stepping on problems that are irritating and vexing to you and could seriously affect your combat capability, you have to think about organization, process and technology.

Rarely will one of them solve the problem by themselves, so you'll hear more from General Handy on this great initiative that has a very clear joint focus to try and figure out how to cut those seams down and get the critical needs to the forces that are in the field, which, as you listened to the Secretary earlier today will become more and more important when we embed not only airmen with our ground forces, as we have been doing, but then we have smaller and smaller teams that are spread in disparate locations all around a nation that it's either fighting with or supporting after war. This is a very important initiative that we have going on that combines all of the features of transformation.

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Last, let me tell you about a very exciting thing that we're doing in the Air Force Materiel Command. This list here is not really meant for you to worry your eyes over, it's just a representative sample within some of the tribes, and we're all from tribes. This is Logistics Intel and Personnel. These are information management systems, databases and other applications that have grown up.

Overall, we have literally thousands of them in our Air Force, in our military today, all satisfying a valid need for someone to get information about something or someone to someone who is asking questions. And that's really what this is all about.

What we'll find, though, oftentimes is that the systems are set up to satisfy a functional user, not necessarily the command chain and, in the end, particularly at the speed that technology is moving, we find that we have proprietary closed loop systems that don't interact and we end up wasting an awful lot of leadership or elements below leadership's time trying to merge information.

So just as General Jumper is talking about horizontal integration of air and space sensors and communication systems for combat applications, we have to be just as concerned about the same methodology when it comes to our business management or our operational support systems.

Slide.

Let me give you just a real quick example of how all of this works. Our real objective here is to provide decision quality information to commanders at all levels. In the past, functionals have tended to work on the school of grins and groans. When the commander grins, they keep firing information to him. When the commander groans, they figure out what information he or she needs and fire it in until they get a grin.

The problem is that all of those systems then get developed and in the end oftentimes when those people leave they're left behind and we start the process of grins and groans over again.

We really need to build the systems in such a way that we understand the commander's needs up front. We're working with the commanders and we're producing what we call now a dashboard that provides information to a commander, whether it be combat or ops support system, that helps give them a picture of their status, their forces and their ability to make decisions about maneuvering them or about supplying them, sustaining them, or assigning them.

Again, it has to be grounded in ConOps. In other words, we have to understand the operational architecture, who needs to talk to whom and what information do they need to carry on a conversation that will result in a decision and action.

Slide.

So this is the way it's worked. Let's just take a representative sample of some of the tribes that we have in our Air Force -- our personnel, our intelligence, our operators, but in this case logistics and financial management.

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Each of them usually gets issued some bag of money at the beginning of the year and then each of them have developed over the years -- slide -- a series of applications that satisfy their needs.

The pay and finance doesn't necessarily help the guy over in personnel. The two databases didn't use to talk to each other, all right?

Well, the Klinger-Cohen Act happened.

Slide.

As a result of that, we created the chief information officer. They're the ones that set up the architectural standards, the protocols and basically at that time they rode herd on the applications and programs that were being built.

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So we went from stovepipe, closed loop systems, which, by the way, it wasn't unusual to go to a desk and find three terminals -- one that dealt with personnel, one that dealt with supply, one that dealt with aircraft status, not at all unusual and you couldn't merge them because it might corrupt the database.

When you went to Klinger-Cohen, what you ended doing is you ended up with the opportunity for the programs to at least meet certain standards, but what we were missing was what I consider to be the connectivity to the MAJCOMs and to the commanders. In other words, we had applications that were serving our personnel people very well or our financial management and they met standards where they could converse, but we had no one speaking for the commander.

As a result of Corona in the fall, the Air Force Materiel Command was asked to facilitate the actual gathering of the different commands, their commander needs in such a way that we could deal with the functionals and set the standards for how the information could be shared across the databases in a way that would give the commander a total picture so he wouldn't have to go into the medical database, the financial database, the shot record database, the training database and the assignment database. He could set up through a series of screens a process that already gathered that information and would show him the availability of the people and if they weren't available why they weren't available without having to query each of the databases and keep track of it on a stubby pencil and piece of paper.

In the end, this is for the Air Force Materiel Command a very exciting job. We will not own the systems, but we will work for both the CIO and then General Hobbins, who is responsible for all of our operational architectures, in trying to pull together what the commander's needs are and then make sure that those databases are actually providing that information through middleware, if you will.

By the way, this is not code writing. Those programs or those systems are out there today in the commercial market able to do all that we want done. We just now have to figure out the right plan and methodology for bringing it together.

Slide.

When you do that, you will then be able to use the data without putting the work on the backs of the people to reenter the same data into the different databases. One database will be able to satisfy the others. You'll be able to bring up a medical application or a vehicle registration application and all of your stuff will show up there with your last address, Social Security number, all of that without you having to reenter that information time and time again. Your time is important and our system has not recognized it.

Slide.

And in the end, it's responsive, we hope, to the commander. So a very exciting mission for many of the people in the Air Force Materiel Command who

in the past have produced systems for users, but not necessarily from an enterprise perspective.

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That's just a smattering of the ConOps and CRRA process emerging capability shortfalls. The three that I just talked about are just some examples and I think you can also tell that when you listen to the Chief and Secretary about some of our weapons systems, our data links, you listen to General Lord about how we're talking about the infosphere that he will have in space, there are very, very exciting futures for those of you getting ready to come into the Air Force and those of you that are here learning about where your Air Force is going, boy, is it exciting. This is great. Because in the end, this is where we're going.

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We want to be able to understand the battlespace at a touch of a screen. Touch this screen, touch that screen, and you get information that tells you exactly what that target is, where it is, what you need and you can do as the Chief said, you can save it, you can feed it or you can kill it because you'll know what you need to do.

Slide.

And it presents it in a way that the commander will see it immediately. We'll use colors, we'll use representations, we'll use forecasts and projections so that you can get predictive analysis and he'll have or she'll have the kind of information where they can make rapid decisions because ultimately what you have to be able to do -- slide -- is you have to be able to achieve those discriminative effects in near real time. That's that one time of flight period that the Chief talked about earlier.

So what we're really talking about -- slide -- is knowing, deciding and acting in time because the most significant problem that the United States Air Force is facing in the next generation -- slide -- is for us to be able to break the time barrier.

We want to be able to create those effects in near real time and that's where this United States Air Force is going and it is a very exciting time.

As I said, I am delighted to be back. It's great to be with this crowd. I salute the AFA for all you do for us, I salute our industry partners, but most important, I recognize and salute the young men and women who are serving us and those of you in the audience, God bless you, and who are ROTC cadets, thank you for making the choice to cross into the blue.

Thank you and I look forward to your questions.

[Applause]

Moderator: Thanks very much, General Martin. That's a fast trip through some exciting potentials coming down our way and we appreciate the work that AFMC is doing in that area.

Sir, could you address some of the rationale again regarding the PEO moves back to ASC and AAC?

General Martin: Sure. And Dr. Sambur is in the audience as well, our Assistant Secretary for Acquisition, one of those great Air Force civilians who is working probably more hours than anybody in this room to make sure that we have the best gear. He and I and Les Lyles prior had the opportunity to sit down and talk through areas where we thought our overall Air Force acquisition and logistics business could be improved. And the PEO restructure that the Secretary and the Chief signed a few days before I took over the command is a 10 to 12-year -- after we structured our Assistant Secretary of the Air Force and the Air Force Materiel Command, it's a 10 to 12-year look at how we're doing and are there some things that we could do better.

And what it allowed was for those people who are managing the portfolios that were common, such as fighter attack ammunitions, bombers, training aircraft, airlift capabilities, space systems before it went to SMC, those people that were managing the acquisition portfolios for Dr. Sambur resided in Washington and the structure, the SPOs and the infrastructure that supports the programs, the simulation centers, the test and evaluation ranges, the anechoic chambers, many of the research and technical support activities were located in the field not assigned to the acquisition process per se.

So what you had was you had the infrastructure of the command not necessarily formally connected to the direction and guidance and execution of our acquisition programs and, in some cases, you found that the mission orders given to the Air Force Materiel Command in Air Force mission directive and the Secretary of the Air Force orders given to the acquisition authority, Dr. Sambur, had about 70 percent overlap.

It doesn't take long when you write a mission statement that says this is what you're supposed to do and then find out that somebody else has also got that same mission statement to where you start having conflict and perhaps you're not as efficient as you need to be in executing acquisition programs.

So what we did was we moved the PEO from Washington down to the product centers, Hanscom, Wright-Pat and Egland, and we assigned the center commander that responsibility, so the center commander had two hats. One hat he or she was responsible for the infrastructure that supports the programs and the second hat responsible directly to Dr. Sambur for the success of those programs in their execution.

And so that person by him or herself can turn on whatever resources they need and they own and they command to program success, in two hats, but one person. And the people down below are no longer confused about who they're working for. They're working for either the center commander or PEO, but it's the same person and when he or she says do something, they understand that. There's no split.

We're trying to close up the seam that occurred between AQ and AFMC and so far, we've had our first PEO review about three weeks ago at Egland, it is very clear that there is cooperation, teamwork and support for program execution that is most impressive. Dr. Sambur and I both chaired that.

It's very important that the troops that are working on the programs know that he and I are of one mind. I understand my infrastructure support responsibilities, he understands his acquisition authorities and we work the program success together. And so far, I think it's exactly the right thing to do and I'm very excited about where it's going.

Moderator: Thank you, sir.

There's a significant discussion about networkcentric warfare, but little talk about the investment required to increase our bandwidth and interoperability. How do you see that?

General Martin: Pito, I got the networkcentric warfare but then -- we're trying to increase bandwidth?

Moderator: Yes. Trying to increase bandwidth.

General Martin: Yes. Certainly an area that General Lord's guys are working very hard and you know that space acquisition is separate from the rest of our Air Force acquisition, but we have an enterprise connectivity that tries to keep us tied together.

First of all, probably the most exciting opportunity that technology has brought us in our vision for being able to have a global information grid is the transformational com systems that will use some very, very sophisticated technical applications, primarily in space, but from space to ground that will give us bandwidth capacity that will be staggering.

The one area that we all have to be careful about, though, is it's been my experience that the more you give the more that people use and take. We have to meter that great capability with a method by which we present information so that it's usable to the commander.

So our human effectiveness and information management technologists have to get together to make sure that this bandwidth doesn't get consumed with digits and data that no one can use. It's got to get consumed with digits and data

that can coordinate, cross-queue, complement one another and present a picture that will be useful to a commander needing to make a decision.

That part of our technology area is an area that requires more work and more focus on our part if we really want to make the advantages of this transformational communication network and networkcentric work better.

Moderator: Thank you, sir.

How confident are you about our ability to keep the KC-135 fleet going before we get a replacement on board?

General Martin: Let's be clear here. This nation will pay whatever it takes to provide the military force it takes to protect this nation. Period. Dot. But it doesn't have to pay whatever it takes and 40 and 50-year-old tankers need to move on. And the oldest of those that haven't been modified into the R configuration are those that are in the saddest shape and we see that when they come into depot with respect to corrosion and all of that. It is time to move them on and out and get new tankers on board.

Now, we can pay all you want and rebuild all these airplanes, which is basically what you're having to do at our depots, you're rebuilding major parts of the wing. We can do that. It's just not very efficient and it puts an awful lot of your force on the ground, unusable to General Handy and the team that needs to project forces anywhere in the world.

So it's time for us to understand that 40 and 50-year-old aircraft are not appropriate. We need to get rid of them.

Moderator: Thank you, sir.

How comfortable are you with the new national security personnel system which just came through in our last budget impacting AFMC and do you see that as perhaps problems with areas, for example, national bargaining versus local for your center commanders?

General Martin: We have to be careful when we talk about the new national security personnel system. There are many features that have been given to us that will give us an opportunity to do more rapid accession, better force management, better development and better mobility on our people and those, I think, are all positive.

The press that we've seen recently focuses on a couple of potential directions we'll take that aren't as popular as some of the others. In the end, though, it's given us a pretty wide field to take a look at how we assess, train, move and rate our civilian force and how we pay them for their performance that gives us some great opportunities.

I think that we have to watch out that we don't move too fast and close down some of the discussion particularly on those sticky areas such as the articles I've talked about with respect to collective bargaining, with respect to locality pay, with respect to some of the pay performance bans and effectiveness reports. Those are some of the sticky issues that we're still working through, but I think it gives us a great opportunity and I think we need to and we have jumped on it with, I think, appropriate enthusiasm.

Moderator: Thank you.

General Martin: And, finally, there are numerous examples over recent years about innovation in our depots which are beginning to return real benefits to our Air Force. Are we placing more emphasis on depot productivity as we face an aging aircraft fleet?

General Martin: Yes, Pito. That's a great question. Starting really with General Babbit and then, of course, throughout General Lyles' period as the commander, General Mike Zettler, as the Air Force Deputy Chief of Staff for Installations and Logistics, and Mr. Nelson Gibbs, our Assistant Secretary for Installations and Environment, worked along with our financial management and supply community to focus on the depots to try and help them have the right metrics and the right focus on predictable rates and predictable depot performance for repairables as well as major systems, such as aircraft .

-- and are deploying that now throughout the depos.

So I'm very excited that first of all they've begun to gain a sense of performance and appreciation for the work they do by not presenting overrun bills at the end of the year. Second they have gotten themselves very excited about improving their processes in a way that they're much more efficient, and in the end much more satisfied with their work environment and the activity level that they're able to pursue, which is very exciting.

I see that as one of the more important things we will continue to do to ensure that we can sustain the aircraft that are aged and used heavily, as the Chief mentioned, all around the world today.

Moderator: Thank you very much, General Martin, not only for your leadership of our AFMC but for letting us know where we're headed in the future, too. We appreciate it.

General Martin: Thanks Pito, it's good to be here. Thank you.